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ABSTRACT

This annual report describes the goals and activities of the Association of Governing Boards of Universities and Colleges (AGB). The AGB is dedicated to strengthening the performance of boards of public and independent colleges and universities and to advancing the practice of citizen trusteeship that distinguishes U.S. higher education. This report shows a year of solid achievement for the AGB. Major new initiatives included continued work on efforts to restore academic integrity to the world of college athletics and an online strategic benchmarking service that will soon become available to AGB members. A Governance Institute for Public Sector Presidents and Chancellors will be launched in 2004. Planned as an annual event, this institute will provide fresh ideas, strategies, and tools to help chief executives enable good governing boards to become more effective. The programs and research of the AGB are outlined, with a focus on the efforts of the Center for Public Trusteeship and Governance, the National Conference on Trusteeship, and the Zwingle Research Center. AGB publications in 2003 are outlined, and member services are described. AGB member institutions are listed. (SLD)

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2003 Annual Report

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1 The AGB Mission

2 Message From the Chair
Affiliates and Our Commitment to Academics, by John D. Wilson

3 Message From the President
A Call for Unflagging Commitment to the Public Good, by Richard T. Ingram

4 Keeping the Commitment

6 Programs and Research

8 Center for Public Trusteeship and Governance

10 National Conference on Trusteeship

11 Zwingle Resource Center

12 Publications

16 Service to Members

18 Finances

19 Supporters

20 Leadership
Council of Presidents
Council of Board Chairs
Advisory Council to the Center for Public Trusteeship and Governance
Board of Directors
Staff Officers

22 AGB Member Boards

The Association of Governing Boards of Universities and Colleges (AGB) is dedicated to strengthening the performance of boards of public and independent colleges and universities and to advancing the practice of citizen trusteeship that distinguishes American higher education.

By serving as a continuing-education resource to trustees and boards through its programs, services, research, and publications, and by contributing to effective working relationships between boards and chief executives, AGB seeks to strengthen the governance of colleges and universities.

The association strongly affirms citizen responsibility for our diverse and competitive system of higher education as the only viable alternative to direct governmental control, and works to ensure that higher education remains a strong and vital national asset.

AGB carries out its mission by adhering to these goals:

* Contributing to the inservice education of trustees and boards on matters that affect their institutional oversight and policy responsibilities.
* Promoting wider understanding of and appreciation for lay citizen leadership as the most effective way to ensure the quality, independence, accountability, and competitiveness of American higher education.
* Strengthening the relationship between trustees and chief executives in the fulfillment of their distinct yet complementary responsibilities.
* Identifying and articulating emerging state and federal public-policy issues of concern to higher education.
* Encouraging communication and cooperation among higher education leaders, government officials, and others that have a stake in the effective governance and academic program quality of colleges and universities.
* Advancing the proposition that all governing board members serve a broad public trust and should consider themselves trustees of higher education as a whole.

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ATHLETICS AND OUR COMMITMENT TO ACADEMICS

Though never a collegiate athlete myself, I have been privileged to enjoy years of "courtside" contact with the world of college sports. My work on the board of Indiana University afforded me an appreciation of the thrills of athletic achievement and the challenges to the academic mission we treasure in higher education. In high-profile athletics programs, both come with the territory.

This past April brought a significant milestone in our continuing efforts to reassert academic values in a college sports scene driven by commercial pressures and the endless search for revenue to support the university's mission and purposes. AGB leaders met in Chicago with NCAA staff and a group called the Coalition on Intercollegiate Athletics (COIA), which is composed of faculty senate leaders from schools in major athletics conferences. The result of this first-time gathering was creation of the Alliance for Athletic Reform. Its founding reaffirms the vital importance of vesting responsibility and accountability for the conduct of collegiate athletics programs in academic chief executives.

We agreed to support efforts by the NCAA and the National Association of College and University Business Officers to provide more "transparency" and uniformity in how institutions account for sports-related revenues and expenditures in their financial statements to governing boards and chief executives.

We agreed to support improved enforcement of rules designed to limit the demands of sports practice schedules to guarantee athletes sufficient study time. We urged new best practices that merge sports with academics. And we supported new efforts to bring more faculty members onto the committees making decisions affecting intercollegiate athletics. Over the long term, the alliance hopes to attract participation of more athletics directors and coaches and find new ways to use commercial support of college athletics to reaffirm the academic mission.

Though many talented and dedicated people are involved in the varying aspects of this project, AGB is planning a specific contribution that will focus on the

responsibilities of boards. We have commissioned John Gerdy, a former basketball star at Davidson College and now an author of books on the culture of sports, to conduct interviews and coordinate a series of focus groups and meetings involving presidents, trustees, faculty members, athletics directors, and conference commissioners. His work will help us formulate and publish in 2004 a statement on the board's oversight responsibilities for intercollegiate athletics. The idea is to create a primer for board members who seek guidelines and best practices for maintaining effective intercollegiate programs.

Our new alliance emerges at a time when the higher education community increasingly is divided over athletics issues. Contentious proposals to move some nationally visible powerhouse football schools from the Big East Conference to the Atlantic Coast Conference, for example, provoked lawsuits and landed certain academic presidents in the hot seat. This past July, 44 presidents from smaller NCAA conferences, under the banner of the Presidential Coalition for Athletics Reform, protested their being excluded from the Bowl Championship Series, mostly because they miss out on the ample revenues it generates for select institutions. Congress conducted a fall hearing on the matter, and efforts to resolve the matter are continuing.

In the past decade, many issues that for years were left to athletics directors have become the province of academic presidents, acting (as they should) in consultation with their boards. As trustees, it is our responsibility to press all of higher education's stakeholders to further a shared commitment to both athletic achievement and academic supremacy.

The 2003 AGB Annual Report once again attests to a solid year of achievement on behalf of the association's members. As you read about our long-standing programs, services, and publications—and those planned for launch in 2004—please remember that your institution gains maximum value from its membership when you and your board members take advantage of what AGB has to offer. I promise that you will be pleased at every turn.

John D. Walda, *Board Chair*

Last year's federal crackdown on corporate accounting abuses could prompt Congress or the states to impose new rules for the governance of nonprofits. In my view, any legislative or regulatory attempts to expand the reach of the Sarbanes-Oxley corporate accountability law to the boards of colleges and universities would be unwise and unnecessary.

Given the relatively healthy records of academic boards in comparison with their corporate counterparts, we continue to encourage trustees to adhere to commonsense ethical practices and to renew their commitment to their existing responsibilities.

The system of checks and balances that generally prevails in the nonprofit governance world embraces many principles that the corporate sector is beginning to support. We know that responsible directorship and trusteeship cannot be legislated or mandated; it is assured only by board members who are conscientious and committed.

A commitment to sound board ethics and accountability is just one of many values that AGB advocates, as you will see in our annual report that carries the theme "Keeping the Commitment."

For much of the past year, our programs have focused on the issue of repairing the "social compact" that for much of American history tied the mission of our colleges and universities to the needs and aspirations of larger society. A key component of that compact is expanding access, a goal widely shared both in the campus milieu and in our democratic society.

We have much work to do in this area: A solid 52 percent of Americans, according to a May 2003 poll for the Educational Testing Service, believe that our system falls short when it comes to offering young people from all backgrounds a chance to go to college.

A rededicated commitment to the social compact means a renewed commitment to adequate funding. This isn't easy during times of economic stagnation, of course, as cash-strapped states force drastic tuition hikes at public colleges and universities, endowments struggle to maintain an even keel, and national and regional foundations that historically have been generous supporters of higher education shift their support

to other worthy societal needs. There also is concern that individual trustees, while continuing to press the cause, have scaled back their personal giving.

Some of the erosion of the social compact was apparent back when the economy was healthier. Students and parents increasingly began to view the value of postsecondary schooling narrowly—as a career enhancer for individuals rather than a catalyst for enhanced civic engagement. Institutions, as they compete more intensely for reputations and select students, have moved toward merit-based student aid and away from the need-based aid so vital to expanding access. And the federal government for years has declined to adjust Pell Grants sufficiently to cover the rising costs of college.

In light of these trends, we at AGB have rededicated ourselves to the proposition that higher education is a cause, not merely a disparate set of marketplace competitors. Our belief in this cause shows up in the program of the National Conference on Trusteeship and in our continuing work in athletics reform. It is evident in our efforts to promote academic freedom and merit-based selection of trustees. And it is clear in our efforts to encourage you to monitor and influence Congress's coming reauthorization of the Higher Education Act (in which access, accreditation, and accountability are central themes).

None of these efforts detracts from our responsibilities to individual members—trustees and regents, presidents and chancellors, and other top senior executives in the public and independent sectors—who appropriately focus on their highest priority: their own college, university, or multicampus system. AGB always will be committed to the tradition of citizen trusteeship and to helping boards and board members improve their performance. Our staff, backed by hundreds of volunteers and carefully selected consultants, has proved this by serving thousands of individuals in higher education over AGB's eight decades of service.

But today's times call for a reconstituted effort at leading higher education as a whole toward society's greater good. That means a commitment from all of us that is ambitious and unflagging. We're ready. Please join us in the effort.

Richard T. Ingram, *President*

Keeping the Commitment

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If asked to pick the most essential passages in the AGB mission, most AGB staff would focus on those that speak of advancing citizen trusteeship and the philosophy that all trustees serve higher education as a whole—not only their own organizations. The association's commitment to these precepts emerges in its emphasis on strong and autonomous institutional leadership, wide access to the benefits of higher education, and accountability among trustees to ensure they serve the public trust.

Like most organizations, AGB labored this year on the landscape of an uneven economy, campus budget cutbacks, a decline in charitable giving, and shrinking state appropriations. Still, AGB finds that a tough economy often makes it easier to attract the attention of institutions that most need help. Hence none of these challenges dampened AGB's commitment to providing members with a broad array of services that keep them current and effective.

AGB Executive Vice President Rick Legon

AGB President **Tom Ingram**, Executive Vice President **Richard D. Legon**, and the rest of the senior staff continued to work closely with AGB's board of directors—volunteers who have a broad understanding of how citizen oversight of higher education should work. AGB directors contribute to the association's mission through personal philanthropy and fund-raising initiatives.

AGB's board and senior staff also are guided by three key advisory groups, the Council of Presidents, the Council of Board Chairs, and the Advisory Council to the Center for Public Trusteeship and Governance. "All three groups help set AGB priorities and provide valuable feedback on the probable impact of planned initiatives," says Legon. At these bodies' annual meetings in Washington, D.C., AGB provides a substantive agenda of association business augmented by a distinguished speaker. In October 2002, for example, two of the groups heard political analysis from Brookings Institution scholar **Thomas Mann**.

There were important changes in 2003 in AGB's senior staff. The retirement of **Thomas C. Longin**, for five years vice president for programs and research, resulted in two internal promotions. **Susan Whealler Johnston** assumed the title of vice president for independent sector programs (she previously was director of those programs), and **Richard Novak**, executive director of AGB's Center for Public Trusteeship and Governance, was promoted to vice president for public sector programs.

Major new initiatives included continued work on efforts to restore academic integrity to the world of big-time intercollegiate athletics. AGB Board Chair **John D. Walda** is chairing an alliance composed of representatives from AGB, the NCAA, and a coalition of faculty-senate leaders. Information about AGB's commitment to athletics reform appears in Walda's message on page 2.

Another major initiative is an online strategic benchmarking service that soon will become available exclusively to AGB members. Information about this promising new service appears on page 7.

Pending likely confirmation of foundation support, a Governance Institute for Public Sector Presidents and Chancellors will be launched in 2004 with the first of three invitational programs. Intended for chief executives who work directly with their own institutional or system governing boards, these programs will focus on the proposition that the chief executive should be the board's "chief educator," the person most responsible for helping the board with its inservice education needs.

Focused exclusively on governance matters, including the maintenance of effective board-president relationships, the institute will become an annual event following the first three invitational institutes. The programs will provide fresh ideas, strategies, and tools to help chief executives enable good governing boards to become even more effective in serving the public trust.

The leaders of the American Association of State Colleges and Universities and the National Association of State Universities and Land-Grant Colleges enthusiastically support this initiative, and their boards will be asked to advise on development of the programs. **Stanley O. Ikenberry**, former president of the University of Illinois and the American Council on Education and now an AGB senior fellow, will facilitate the institutes with AGB President **Tom Ingram**.

Programs & Research

INSTITUTES AND WORKSHOPS

AGB's commitment to trustee and board orientation and education is exemplified by its long-standing Institute for Board Chairs and Presidents—now in its 19th year. Geared to presidents and board chairs of independent institutions, the gatherings offer these teams opportunities to enhance working relationships and create a plan for board development in a highly personalized forum.

The January 2003 institute in Orlando, Fla., was the largest ever conducted, as AGB hosted 22 teams of campus leaders. Facilitator **Richard J. Wood**, president of the United Board for Christian Higher Education in Asia and former dean of Yale Divinity School, was joined by **Nancy Axelrod**, a Washington-based consultant and former AGB vice president who was the first president of BoardSource. A second institute, held in June 2003 in Colorado Springs, featured Axelrod and **Douglas Orr**, president of Warren Wilson College in Ashville, N.C., who succeeds Wood as facilitator.

In contrast to the small-group atmosphere of the institutes, AGB annually conducts fall workshops that examine contemporary issues and encourage active networking among trustees and senior administrators of independent institutions. A record audience of more than 170 campus officials gathered last November in Arlington, Va., to learn how to strengthen their board committees and enhance their leadership skills. Investments and lessons from the corporate-accounting scandals were hot topics at the workshops.

The 2003 workshops, "Responding to New Fiscal Realities," were held in Baltimore. Sessions led participants through the complex relationships of tuition and financial aid and the use of tuition discounting to reach enrollment goals. Among the featured speakers were **Verne O. Sedlacek**, chief executive officer of Commonfund, who discussed endowment spending policies, and **Kyle Legg**, president and chief executive officer of Legg Mason Capital Investment, who addressed issues related to market performance and endowments.

BOARD EDUCATION SERVICES

AGB conducted 62 workshops on the campuses of member institutions this fiscal year—35 for independent institutions and

27 for public ones. Boards and presidents who take advantage of these custom-

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tailored services are "committed to accomplishing change in areas that are important to their institutions," says **Susan Shoulet**, who directs the programs.

The face-to-face fieldwork also allows AGB staff and its cadre of 70 facilitators to stay current on issues confronting boards and chief executives, which is key to providing the best possible service to our members. In 2003, AGB built new workshops on the board's responsibilities for academic affairs, the academic affairs committee, basic responsibilities of foundation boards affiliated with public institutions and systems, and strengthening the effectiveness of foundation boards.

The core on-campus program remains the Board Self-Study Workshop. AGB has delivered more than 700 of these since 1977, including 23 this past fiscal year.

STRATEGIC GOVERNANCE BENCHMARKING SERVICE

Information overload is a trustee's occupational hazard. That's why AGB is developing a new service to help boards more effectively monitor the data indicators most useful for promoting their institution's financial and academic health.

Testing of an online benchmarking service is complete, and the service should be available to members on a subscription basis in 2004. The AGB board in August approved the design as piloted at Wheaton

College in Norton, Mass.

"Many small colleges find it difficult to compile institutional research because they lack the staff or the technical savvy," explains **Merrill Schwartz**, AGB's director of special projects. Using publicly available databases, the AGB service is built around the software licensed to AGB by Peerfocus, whose president, **David Morgan**, is guiding the project along with longtime AGB strategic-information consultant **Lawrence Butler**.

The AGB service is unlike the federal government's IPEDS system, which contains an overwhelming number of variables and is difficult to use. It will offer easy access and manipulations, flexible graphic formats (bar graphs, line graphs, pie charts), and most important, a large preselected set of data that can be generated on self-selected peer institutions over a multiyear period. The software permits campus officials to readily convert data assembled from their online research into attractive slides for presentation to the board or the public.

To complement the online service, AGB has contracted with well-known strategic-planning consultant **Michael Dolence** to write a book on strategic indicators in higher education. He will use research-based examples from colleges and universities, with guidance from a well-qualified advisory committee, to help boards and administrators compile and use customized information about their own institutions and their peers.

WORKING WITH BOARD PROFESSIONALS

AGB has long been committed to supporting institutions' professional staff members who coordinate their boards' operations. The two-day workshop for board professional staff is a staple of the annual National Conference on Trusteeship, and this segment of AGB's membership comprises the most active users of AGB's Web site.

In July, a planning committee of some 20 board professionals, along with **Merrill Schwartz** and Board Education Services Director **Susan Shoulet**, met at Marquette University to discuss national developments and possible topics for next year's conference. Board professionals also have been working with their presidents to update AGB's board composition survey. This unique census of boards provides data on board size and makeup. This year, it is being combined with questions on policies and practices.

ACADEMIC AFFAIRS PROJECT

AGB continues its work in the area of the board's responsibilities in academic affairs. On the heels of the AGB bestseller *Strategic Leadership in Academic Affairs*, by University of Richmond

Author Richard Morrill

chancellor and president emeritus **Richard L. Morrill**, the project culminated in the creation of new curricula for AGB's Board Education Services. Workshops on the board's responsibility for academic affairs and on the academic affairs committee were designed by Morrill and **Terrence J. MacTaggart**, former chancellor of the

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University of Maine System and a onetime AGB senior fellow.

In addition, Vice President for Independent Sector Programs **Susan Whealler Johnston** has used project materials to make presentations at conferences attended by chief

AGB Vice President Susan Whealler Johnston

academic officers and has written a chapter on developing academic leaders for a book to be published next year. Also under the auspices of the Kemper grant, AGB published an issue of *Priorities* on the changing nature of faculty work as well as a Board Basic on the board's responsibility for academic affairs.

ACADEMIC HEALTH CENTER GOVERNANCE

Concrete results emerged from AGB's ongoing commitment to guide boards through the tricky issues surrounding academic health centers and their need to modernize their governing structures to compete in today's health-care marketplace. At a June symposium in Arlington, Va., some 30 presidents and trustees from 12 institutions and three academic medicine associations examined two commissioned papers and survey results. The final papers appear on the AGB Web site, and a summary of the project's conclusions was published in October as an AGB Occasional Paper by **Gregory Wegner**, freelance writer and director of program development at the Great Lakes Colleges Association.

In opening the symposium, AGB president **Tom Ingram** framed the issue: "University governing boards and chief executives say they are generally unprepared to cope with their fiduciary and other governance responsibilities for their academic health centers, as well as the complexities of the health-care environment and medical education."

AGB board chair **John Walda** and vice chair **Martin Payson** spoke of their experiences on boards of academic health centers at Indiana University and Howard University, respectively. Georgetown University President **John J. DeGioia** then described changes at his institution's teaching hospital. The academic health centers project has been generously funded by the Commonwealth Fund and the Robert Wood Johnson Foundation.

The Center for Public Trusteeship and Governance works at the confluence of issues from the realms of governance, policy, law, and politics.

It offers workshops, custom consulting, and technical assistance on pressing public-policy topics. In linking the work of public-sector trustees with governors, legislators, and state higher education leaders and policy organizations, the center is committed to the values of citizen trusteeship and nonpartisanship in serving the public trust.

The center publishes an online newsletter (*centerforgovernance.net*) and a regularly updated legislative compendium called "State Governance Action Report." More than 1,500 trustees, presidents, policymakers, and reporters read these publications.

In light of the critical cutbacks in state budgets, the center convened a group of public university system executives from New York, South Carolina, Tennessee, and Oregon prior to their legislative sessions to gauge their highest priority challenges. In each state, budget deficits combined with rising enrollment demands and underprepared students presented formidable hurdles to student access, retention, and success. The center helped the group formulate strategies to tackle these issues.

A substantial portion of the center's work in 2003 was in Ohio and South Carolina. A statewide trustee conference for Ohio political, business, and higher education leaders focusing on the state's transition to a knowledge-based economy complemented the work of a 32-member Governor's Commission on Higher Education and the Economy. In addition to several meetings with Ohio educators, the center produced two customized policy papers that informed the discussions at the conference. Center Executive Director and Vice President for Public Sector Programs **Richard Novak** appeared before the governor's commission to offer advice for its work.

In partnership with the National Center for Higher Education Management Systems, the center is con-

Center Executive Director Richard Novak appeared before a legislative committee in North Carolina.

ducting a study of South Carolina higher education. The goals are (1) to help the state determine its public agenda for higher education according to its strategic priorities and (2) to assess and explore policy mechanisms in governance, finance, funding allocations, and regulation that will help or impede the state and its colleges and universities from achieving its agenda.

Other fieldwork in 2003 included meeting with advancement officers of the California State University System, discussing a proposed institutional merger with New Jersey officials, appearing before a North Carolina senate committee examining the university system, and helping to conduct two seminars for public trustees in Kentucky.

The center plans to publish a comprehensive report on state open-meeting and open-records laws, a subject AGB last addressed in 1985. Although originally intended to facilitate a free flow of information to the press, these laws sometimes can inhibit board deliberations, breach presidential candidates' desired confidentiality, and prevent some boards from meeting privately to conduct self-studies. Conducted by Vanderbilt University education professors **James Hearn** and **Michael McLendon**, working in cooperation with **William Tierney**, director of the Center for Higher Education Policy Analysis at the University of Southern California, the study documents the value of these laws and their adverse effects on governing board performance. Field research was conducted in California, Massachusetts, Florida, Iowa, Texas, and Washington.

The center's agenda promoting merit selection of trustees on public boards was reinforced by an essay published in the *Chronicle of Higher Education*. Titled "Take the Gamesmanship Out of Appointments to Public Colleges' Governing Boards," it was written by center Deputy Executive Director **Neal C. Johnson** and AGB Senior Editor **Charles S. Clark**.

Merit selection also was promoted in the first of a series of documents, called "AGB State Policy Briefs," that will discuss governance issues. The series is aimed at governors, legislators, and their staffs as well as officials in such organizations as the National Governors Association, the National Conference of State Legislatures, and the Council of State Governments.

PROGRAMS FOR FOUNDATION BOARDS

Foundation executives and directors continue to participate actively in AGB's annual Leadership Forums. Nearly 400 attended one of three sessions for foundations of varying sizes in Naples, Fla., in January. Under the theme of "Strengthening Foundation Board Performance," attendees joined several dozen investment-management professionals and state officials to share best practices in public-sector higher education governance, endowment stewardship, and new approaches to philanthropy.

The three annual forums for foundation leaders will be held in Tucson, Ariz., in January 2004.

Interpreting the law and anticipating new legislation remained at the core of the center's foundation-related agenda. Dallas attorney **Terry L. Simmons** conducted a workshop and wrote an AGB Public Policy Paper on the impact of the Uniform Management of Institutional Funds Act (UMIFA) on public college and university foundations. And a "State Lines" column in *Trusteeship* by Director of Foundation Programs **Doreen Knapp** alerted readers to the increased demands for accountability on the part of these foundations. AGB has been granted observer status on the commission charged with revising UMIFA.

The center's staff continues to monitor its online discussion groups, which provide a venue for foundation executives and directors to share insights and experiences. Staff also continues its work on a new handbook, due in spring 2004, for foundation executives and directors.

Finally, the center has entered into a collaborative relationship with the executive search firm R.H. Perry & Associates to help foundations recruit and select qualified chief executives and development officers. And the center has partnered with Quatt Associates, an executive compensation firm, to conduct the first-ever national survey of compensation policies and practices for foundation chief executives and chief development officers. This survey will provide national and peer benchmarking data for foundations.

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Futurist and demographer Ken Dychtwald opened the 2003 National Conference on Trusteeship in Seattle.

Pat Callan, president of the National Center for Public Policy and Higher Education, discussed tuition and costs.

Daniel J. Evans, Janet Holmgren, and Stanley O. Ikenberry were panelists who discussed the "social compact" between higher education and society.

National Conference on Trusteeship

How can higher education advance the "common good" of larger society? This challenge and others tied to a commitment to restore the "social compact" permeated AGB's annual National Conference on Trusteeship.

More than 400 individuals representing 45 states, the District of Columbia, and six countries gathered in Seattle in April 2003. Guests included board members, presidents, chancellors, board professionals, administrators, and association officers.

Following an array of 14 preconference workshops on the nuts and bolts of trustee responsibilities, conferees were treated to a dazzling multimedia presentation by futurist and demographer **Ken Dychtwald** on "How the Age Wave Will Transform Higher Education." Dychtwald wittily sketched out how the aging baby-boomer generation is affecting college and university missions and planning. In a nutshell, the changes mean rising numbers of adult learners—boomers who retain lifelong passions for learning and personal growth, strive to improve their job performance or launch second careers, and develop new enthusiasms unrelated to their careers.

A distinguished panel on "Renewing the Social Compact Between Higher

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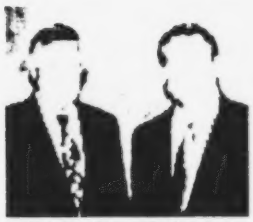

Distinguished Service Award recipients William T. Weyerhaeuser of the University of Puget Sound and Tahlman Krumm, Jr. of the Ohio Board of Regents.

Terry Hartle, ACE's top government relations executive, examined public policy issues confronting higher education.

Education and Society" featured **Ramon C. Cortines**, former superintendent of schools in Los Angeles, San Francisco, and New York City; **Daniel J. Evans**, former governor and U.S. senator from Washington; **Janet Holmgren**, president of Mills College; and **Stanley O. Ikenberry**, president emeritus of the University of Illinois and former president of the American Council on Education (ACE). With thought-provoking moderation by University of Pennsylvania professor and researcher **Robert Zemsky**, the panel examined how the social compact between higher education and society has frayed as a result of intense consumerism, a weak economy, and new market competition.

Patrick M. Callan, president of the National Center for Public Policy and Higher Education, led a session that examined higher education prices and costs. With students and families facing higher tuitions, and institutions increasingly subsidizing the sticker prices, Callan explored whether state and federal governments are making the right investments. "Who's in danger of being left out?" he asked.

Providing the inside-the-Beltway view of higher education policy, **Terry W. Hartle**, ACE's senior vice president for government and public affairs, delivered an informative talk that detailed public-policy issues confronting higher education and the landscape of the debate on re-authorization of the Higher Education Act.

AGB's annual Distinguished Service Awards, sponsored in part by TIAA-CREF, were presented to **Tahlman Krumm, Jr.**, former chair of the Ohio Board of Regents, and to **William T. Weyerhaeuser**, chair of the University of Puget Sound Board of Trustees. "With character, vision, and determination, these two dynamic individuals exemplify the highest standards of academic citizen trusteeship," read the award citation.

One trustee from a public and one from an independent institution are recognized annually by the Distinguished Service Award. The awards banquet featured a musical performance by the Seattle University Chorale.

Time on the town allowed participants to attend a reception and tour of the Boeing Field's Museum of Flight, including a hop aboard the original presidential aircraft Air Force One.

Concluding the conference were roundtables on such topics as institutional assessment, tuition policy, civic engagement, and secrets to making meetings more productive.

The 2004 National Conference will be held in New Orleans, March 27-30. Speakers include sports-writer and author **Frank Deford**, University of Maryland-Baltimore County President **Freeman A. Hrabowski III**, Carnegie Corporation of New York President (and former Brown University President) **Vartan Gregorian**, and Brookings Institution Senior Fellow **Carol O'Cleireacain**.

ZWINGLE RESOURCE CENTER

ZWINGLE RESOURCE CENTER

AGB's commitment to serve member needs is nowhere better illustrated than in the research and library functions of the Zwingle Resource Center. With the retirement of longtime director **Barbara Perkins**, the ZRC's work has been taken up by **Dacia Newhouse**.

In fiscal 2003, the ZRC responded to 560 requests, primarily from members. More than two-thirds were from board professionals or presidents' assistants, with the remainder primarily from trustees, presidents, and senior administrators. Since December 1998, the ZRC has answered 4,060 information requests.

The ZRC's e-mail listserv for board professional staff now serves more than 270 subscribers. They share answers to queries about common practices and new information sources. The listserv also alerts members to new and long-standing AGB publications and services.

AGB's online database offers citations and abstracts for nearly 6,300 articles, books, reports, and dissertations. Members can access the ZRC and the database through www.agb.org.

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Publications

For many members, the "face" of the association is its elegant magazine, *Trusteeship*, and the informative array of AGB publications. The AGB editorial staff remains committed to publishing high-quality materials for all its members—and for discreet parts of its membership—in accessible language and practical formats.

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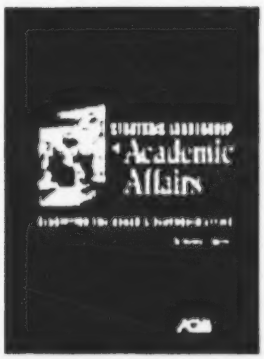

The Publications Department also is committed to providing exemplary customer service in fulfilling all publications orders, whether submitted by phone, fax, e-mail, or our Web site. Publications Fulfillment Coordinator **Matt Stevens** routinely works with chief executives and their assistants on specialized and rush orders.

The best-selling AGB book in 2003 was *Strategic Leadership in Academic Affairs: Clarifying the Board's Responsibilities*, by **Richard L. Morrill**, University of Richmond chancellor and president emeritus. The book is the focal point of AGB's ongoing work on the board's responsibilities in academic affairs sponsored by the James S. Kemper Foundation.

Another book, *Mission and Identity—A Handbook for Trustees of Catholic Colleges and Universities*, has been the centerpiece for several on-campus workshops conducted by AGB's partners in its publication, the Association of Jesuit Colleges and Universities and the Association of Catholic Colleges and Universities. The book and board-education project were supported by the Teagle Foundation, an anonymous foundation, George E. Doty, Sr., and Foundations and Donors Interested in Catholic Activities, Inc.

In 2003, AGB also published *How Public College and University Foundation Boards Contribute to Campaign Success*. Authored by longtime fund-raising scholar and practitioner **Royster C. Hedgepeth**, it identifies the characteristics of successful foundation boards in executing comprehensive campaigns. It uses case studies from three different types of institution-related foundations. The book was made possible by a grant from the John S. and James L. Knight Foundation.

Set for publication in spring 2004 is a fresh look at endowment management by **Jay A. Yoder**, vice president for investments at Smith College. The book focuses on strategic uses of endowments and is funded by Commonfund and TIAA-CREF.

Also in the works is a handbook for the boards of foundations affiliated with public institutions and systems, edited by AGB Executive Vice President **Richard D. Legon**. This compendium of essays is slated for publication in early 2004.

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BOARD BASICS

A healthy one-third of all members' publications orders are for one or more of the 40 Board Basics booklets. These concise, practical, and perceptive summations of best practices are organized into seven sets—The Fundamentals, Effective Committees, Board Leadership, Foundation Relations, Financial Matters, Strategic Decisions, and The Chair and the President. Among the recent additions to the series is "The Board Chair's Responsibilities," in which AGB President **Tom Ingram** lays out the practical and strategic responsibilities of board chairs of public and independent institutions (in separate booklets).

Under the leadership of Senior Editor **Deanna High**, several Board Basics are slated for revision in the coming year, and planned additions include orienting new trustees of independent institutions, the board's responsibility for academic affairs, and the board's responsibility for intercollegiate athletics.

TRUSTEESHIP

Trusteeship magazine remains the flagship publication for AGB's 34,000 members. The award-winning bimonthly with the fine-art covers is read by trustees, chief executives, senior administrators, professional board staff, and in-house legal counsel as well as by national higher education association officials, faculty leaders, and federal agency and congressional staff members.

In the past year, *Trusteeship* authors addressed such topics as campus alcohol abuse, technology transfer, the effect of the Sarbanes-Oxley corporate accountability law for higher education boards, tuition discounting, and the state of distance learning. A debate on merit-based student aid versus need-based aid unfolded in the magazine's pages, and in the days immediately following the Supreme Court's June rulings on affirmative action, the July/August *Trusteeship* presented a roundtable of higher education experts discussing the impact of the decisions.

Only AGB members can read and download feature articles from current and past issues of *Trusteeship* on the Web site. In addition, members soon will be able to order and download "*Trusteeship* Portfolios"—customized packets of articles on one topic or theme.

PRIORITIES

Each edition of this "strategic issues" periodical, distributed to all AGB members, analyzes a single policy issue to help boards and presidents determine the appropriate course of action for their own institution. In the last year, *Priorities* addressed the following topics:

* "The Uses and Abuses of the *U.S. News* Rankings." **Daniel J. Levin**, AGB vice president for publications, demystified the methodology of the rankings and explained their impact on the nation's colleges and universities. The issue explored what boards should know about controversies surrounding efforts to compare varying institutions, reported on how

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some institutions actually alter policies in the hope of improving their position in the rankings, and examined some alternative methods of making quality comparisons. Levin published an op-ed based on his work in the *Washington Post* "Outlook" section in September 2002.

* "Enrollment Strategies to Serve Tomorrow's Students." **Thomas Williams**, former president and chief executive officer of the Noel-Levitz consulting firm, examined contemporary trends in student demographics, describing a modern student body that is larger, more racially diverse, and older than that of earlier generations. Williams cited concrete ways institutions can create dynamic enrollment-management strategies and showed how boards can monitor this work.

OCCASIONAL AND PUBLIC POLICY PAPERS

Distributed to member chief executives and board chairs, these papers address specialized segments of AGB's membership and inform members about the ramifications of public-policy issues on colleges and universities. Among the papers published this year:

* "Top Public Policy Issues for Higher Education in 2003 and 2004." This biennial favorite alerts boards to the ways key national issues will affect higher education. The current edition focused on homeland security, affirmative action, the sluggish economy, diversity, tuition, reauthorization of the Higher Education Act, federal tax policy, assessment and accountability, scientific research and intercollegiate athletics.

* "Not by Chance: Public Policies and Private Higher Education," by **Stanley O. Ikenberry**, regent professor and president emeritus of the University of Illinois and a former president of the American Council on Education, and **Erika L. Rasch**, a doctoral student in educational organization and leadership at the University of Illinois at Urbana-Champaign. In a tough economy, risks increase for increased tension between publics and privates. But this paper showed that an array of effective federal and state public policies makes it likely that the American "system" will remain thriving, diverse, pluralistic, and responsive.

* "The Uniform Management of Institutional Funds Act and Public College and University Foundations," by **Terry L. Simmons**, a Dallas-based nonprofit tax attorney. Simmons explored the background and probable coming changes in the national model state law that determines how much endowment managers and boards can spend during times of low investment return and still maintain respect for donor intent.

* "Academic Health Center Governance and the Responsibilities of University Boards and Chief Executives," by **Gregory Wegner**. Published in October, this overview highlighted the responsibilities of boards of major universities that include academic health centers in their operations.

* "What to Expect in the Reauthorization of the Higher Education Act," by **Thomas R. Wolanin**, senior associate of the Institute for Higher Education Policy. Published in October, this paper provided an early look at the issues facing Congress as it reviews the key federal law affecting higher education.

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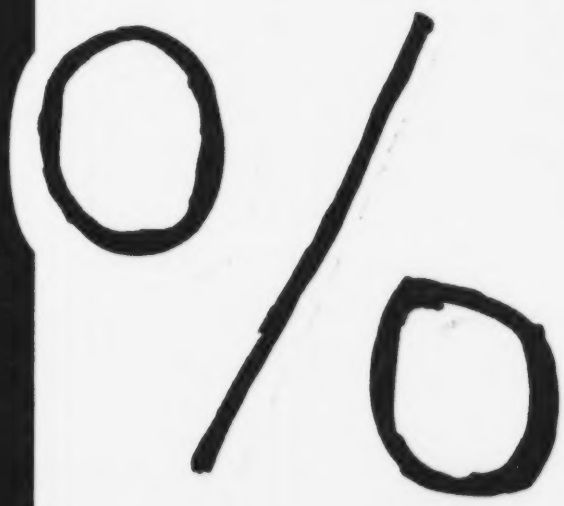

Service to Members

AGB's commitment to serving member institutions was unwavering this year, in spite of a stubborn economy that helped prompt the first minor membership decline in years.

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The association has 17 fewer member boards than a year ago, though the overall five-year upward growth trend continues, notes **Rick Smith**, director of marketing and membership. Foundation board membership grew by six institutions, bringing the total from that vibrant sector up to 160. AGB also signed up its first institution from Australia, as well as the board of a women's college in Saudi Arabia.

The biggest change in store for members, beginning in fall 2003, will be streamlined access to AGB products and services through a newly redesigned Web site linked to a new information-management system. It will allow staff to better serve member needs and members to gain quick access to AGB materials.

For example, working through their board professional staff, individual members will be able to update their own AGB records, register for conferences online, or participate in a Webcast or listserv discussion. The new system will enable AGB to maintain detailed confidential records of individual members' activities—everything from publication orders to conference attendance to receipt of promotional material. Most important, it will allow members who enjoyed a positive experience with an AGB seminar to visit the Web site and call up a complete picture of related programs and publications.

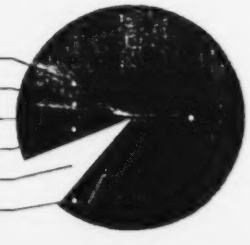
In addition to offering a seamless publications-ordering process, the Web site also will contain an improved selection of free bibliographies, article abstracts, and useful documents downloadable as .pdf files.

MEMBER BOARDS BY CATEGORY OF INSTITUTION

Independent Sector Governing Boards	726
Public Sector Governing Boards	272
Public Institution Foundation Boards	160
Statewide Coordinating Boards	12
Total Membership	**1,170**

MEMBERSHIP BY CATEGORY OF INDIVIDUAL

	Public	Independent	Total
Presidents/Chief Executives	1,112	781	1,893
Board Chairs	444	726	1,170
Board Members	3,827	20,6652	24,492
Foundation Directors	2,738		2,738
Senior Administrators	801	1,877	2,678
Professional Staff	444	726	1,170



Finances

ASSOCIATION OF GOVERNING BOARDS

STATEMENT OF ACTIVITIES FOR THE YEAR ENDING JUNE 30, 2003

	OPERATING FUND	OTHER UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
REVENUES AND OTHER SUPPORT				
Membership dues	$2,910,602			$2,910,602
Conference/workshops and on-campus services	953,299			953,299
Publications sales	341,722			341,722
Grants and gifts	234,600		$558,644	793,244
Contributed services			37,125	37,125
Other income	119,893	$140,574	2,591	263,058
Total revenues	4,560,116	140,574	598,360	5,299,050
Transfer from QEF	220,000			220,000
Net assets released from restrictions	1,442,246	8,140	(1,450,386)	0
Total revenues and other support	6,222,362	148,714	(852,026)	5,519,050
EXPENSES AND ALLOCATIONS				
Programs and research	1,285,564	28,399		1,313,963
Central administration	1,633,266	22,719		1,655,985
Publications	997,526	14,199		1,011,725
Membership development	282,221	9,940		292,161
Resources development	115,416	4,260		119,676
Restricted grants program	1,405,121			1,405,121
Other unrestricted programs		86,024		86,024
Total expenses before allocations	5,719,114	165,541	0	5,884,655
Transfer from QEF		220,000		220,000
Allocations to special projects	503,248	(503,248)	0	0
Total expenses and allocations	6,222,362	(117,707)	0	6,104,655
CHANGES IN NET ASSETS	0	266,421	(852,026)	(585,605)
Transfers	(285,692)	285,692	0	0
Net assets, beginning of year	569,043	5,582,329	1,826,123	7,977,495
NET ASSETS, END OF YEAR	$283,351	$6,134,442	$974,097	$7,391,890

For the fiscal year ending June 30, 2003, general operating revenues totaled $6,222,362. This figure includes transfers from the quasi-endowment fund as well as net assets released from grant restrictions of $1,442,246. Dues from member boards provided approximately 61 percent of AGB's general operating revenues prior to the release of assets from grant restrictions. Dues accounted for 53 percent of revenues from all sources, which included new grant revenues of $558,644 in support of special programs.

As of June 30, 2003, net assets were $7,391,890, compared with $7,977,495 on June 30, 2002. Total assets were $9,187,958 (including reserves of $4,215,485 at fair-market value), compared with total assets of $9,680,651 on June 30, 2002.

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Corporations, foundations, and individuals provide essential philanthropic support to AGB.

This support enables the association to enhance the quality of member services and programs; carry out significant multiyear initiatives; conduct research on governance practices and policies; and publish papers, periodicals, and books. Philanthropic support also enables the association to keep membership accessible to a wide range of institutions.

AGB gratefully acknowledges the generosity of the following corporations, foundations, and individuals.

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